

CHARACTERISTICS OF ENTREPRENEURS OF SMALL BUSINESS IN TABASCO, MEXICO

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ABSTRACT

The objective of this paper is to identify personal features from small businesses of commercial and service activity company entrepreneurs, as well as the factors related to how they have directed their companies and factors that have allowed them to remain in the market. The study takes place in the city of Villahermosa Tabasco, Mexico. A semi-structured interview was used as a tool to gather information. A detailed analysis of the interview results was carried out to detect the entrepreneurial characteristics of managers who. The work presents a theoretical framework, which defines manager concepts and features required to identify business opportunities and lead the company to the achievement of goals. The results identify the personal features of entrepreneurs found in commercial and services small businesses as well as the style entrepreneurs use to lead their company.

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KEYWORDS: Small Business, Entrepreneur, Entrepreneurial, Leadership

INTRODUCTION

Small businesses represent an important sector of economic life in a society. Some 98% of businesses in Mexico are small and medium business, and contribute considerably to Gross Domestic Product (GDP). They generate at least 64% of total employment in the country, according to figures of the Mexican Council of Standardization and Conformity Assessment. At the International level, the GEM (Global Entrepreneurship Monitor, 2008) reports that Mexico has among the greatest entrepreneurial activity of all countries. However, the same report notes that Mexico has the highest rate of cessation of activities. In Mexico, SMEs represent the majority of companies. In this research small enterprises, which nationally represent 3.5 per cent of the national total, are studied. These businesses generate 6.4% of employment and create a gross total production of 12.6% (Figure 1). This research joins others related to the profile of the entrepreneur of SMEs and provides relevant data.

García-Nieto (2008) defines the employer as a person with social and cultural attributes that creates and develops a business project in accordance with these attributes. The definition of small business varies from one region or country to another and is generally based on criteria such as the number of employees, scale of investment in equipment and machinery and production or sales volume. Small businesses are closely linked to a business practice where the operation and decisions fall upon one or two people, in most cases the owners (Tolentino, 1998). For purposes of this research, the number of employees criteria was used according to the classification of the Ley para el Desarrollo de la Competitividad de la Micro, Pequeña y Mediana Empresa (Law for the Development of the Competitiveness of the Micro, Small and Medium-sized business) from the Diario Oficial de la Federación 2002 (Official Gazette of the Federation, 2002) [see Table 1].

Figure 1: Employment Figures



Figure shows the distribution of companies and employed individuals. Source: Instituto Nacional de Estadística, Geografía e Informática [INEGI], (2009).

Service activity enterprises provide assistance to the community and may or may not have profit. They can be classified in the following manner: Several public services: communications, energy, water, transport, tourism, financial institutions, education, health, finance and insurance. Several private services: administrative, accounting, legal services, advice. Commercial companies are intermediaries between producer and consumer. Their primary role is the buying and selling of finished products, and can be categorized as wholesalers, retailers or commission agents.

Considering the relevance that small and medium business have in job creation, its important participation in the GDP, and the lack of consolidation, it is necessary to specifically study this group. It is important to study problems in the administration of these firms, but also appropriate to identify those factors that promote their permanence. It is important to understand if they are attributable to employers or their environment (Surdez, Sandoval and Aguilar, 2007).

Table 1: Clasification of MSMEs by Number of Workers

Sector Size	Industry	Commerce	Service
Micro	0 - 10	0 - 10	0 - 10
Small	11 - 50	11 - 30	11 - 50
Medium	51 - 250	31 - 100	51 - 100

Source: Official Journal of the Federation, 2002.

The objective of this research was to identify personal skills held by employers surveyed in the study, as entrepreneurs. We link them with existing theory. We also aim is to know the factors of success of their enterprises and how they relate to their style of leadership. In this way, the experience of entrepreneurs that have managed to survive in the current economic environment will be identified and their motivations and attitudes will be known.

This work addresses these issues from the perspective of four small business entrepreneurs, two with a commercial spin and two from services. The entrepreneurs talk about their origins and business career. It consists of five sections. The introduction provides an overview of the theme, the problem, the objective is defined and the importance of the subject is highlighted. Investigations relating to the personal characteristics of the SME entrepreneurs and his style of leadership are addressed in the literature review. The methodology section explains design, type of study, the technique and instrument used in the research. The results section presents findings through tables which show the distinctive characteristics of the participants and are compared with the results of previous research. The paper closes with some concluding comments and some suggestions for future research.

LITERATURE REVIEW

When characterizing the micros, small and medium-sized enterprises (MSMEs), author (De la Rosa, 2000) considers it important to group their internal features in eight categories: The first category includes aspects related to the form of organization, management or administration. It include sfamily business, lack of intermediate management, lack of modern administrative systems, low level of formalization, high level of centralization. The second category are aspects associated with the entrepreneurs-owners who direct the MSMEs. It includes the entrepreneur who does all, little separation between capital and labor, employer enterprise view of short-term training conceived as expense and not as an investment, propensity to individual work, more intuitive than analytical businessman).

In the third category are elements related to labor, workers or the labor force. It includes rate of rotation and low payment, low level of unionization, breach of labor legislation, social distance regarding entrepreneur-worker, it is an outlet of social tensions caused by the scarcity of jobs. The fourth category includes aspects relating to financing. It includes problems in access to finance for lack of warranties, unattractive guarantees and investment projects, leverages family savings as an instrument of capitalization, it has no tax support, high return on investment, inefficient collection systems of low savings, low capacity of saving and investment, lack of capital.

The fifth category includes interrelated aspects such as technology, productivity, quality, flexibility and competitiveness. This includes obsolete and/or modern technology, it uses machinery and equipment of national origin, it faces a poor selection of raw materials and lack of inventory control, it produces with high production costs and high costs of operation, production with low value-added, reduced use of installed capacity, quality control is done visually without considering the rules and standards established internationally for the production processes and products. The sixth category includes elements linked to the market. It includes responsiveness to the demands of the market, almost zero possibility to export due to the low quality and lack of guidance and advice, uncertain tenure in the market, low level of production which affects access to internal and external markets.

The seventh category meets aspects related to the environment or the MSMEs environment. The sector is heterogeneous both organizationally and economically, the sector lives an intra and cross-sectoral disarticulation, the relationship university and/or research-business centers is poorly developed in the sector. Most MSMEs arise as a result of unemployment. It is a sector which helps the distribution of income in lower sectors of society. Characterized by a lack of networks, communication and learning among business, they are vulnerable to their economic and political environment because it is political and weak as a group. The last category includes aspects associated with the support and encouragement to the MSME. This includes null, low or high need of assistance or technical, administrative support of managerial training and human resources.

On the other hand, with regard to the distinctive features of the SME entrepreneur Surdez, Aguilar, Sandoval & Lamoyi (2012), found in their study that SME entrepreneurs are usually a young adult who started his business after completing his professional training and have acquired some experience in the course of business. MSMEs can not be generalized as a homogeneous whole because each has its peculiarities of organization and management, and each operates in different socio-economic and cultural contexts. The roles of employers in a given community are an important aspect of economic performance. They are agents of change, creators of products, services and technologies that enhance the level of the society, and contributing to satisfy the demands of formal employment. Lozano (2007) notes the focus of managers of 21st century companies is centered in owning a prospective look, a transcendental vision and in knowing how to choose the best people. This talent can be obtained by exploring skills and differentiations of people.

Tolentino (1998) argues the small-business entrepreneur-manager serves two different but closely functions: entrepreneurship and management. These functions are so rendered, that it is difficult to distinguish them from each other and separate them in practice. This is especially true in the handling of a small business. There are many theories and opinions about what makes one person have business gifts. At one extreme is the idea that one is born already equipped with entrepreneurship and instinct for businesses. On the other hand some argue that anyone can become businessman or businesswoman when circumstances offer opportunities. The business gift is that which enables people to start a new business or expand with energy and innovation an existing business (Harper, 1983; in Tolentino 1998). The entrepreneur must have some capabilities to find trade opportunities, design and launch business projects, obtain physical, financial and human resources to start business, set goals for him/herself and his/her business, and guide the enterprise and workers to achieve the goal. Table 1 shows the profile of an employer.

Table 2: Profile of the Employer

Characteristic	Skills
Self confidence	Confidence in own ability Independence Optimism
Will power	Persistence Perseverance Determination
Orientation towards tasks/results	Orientation towards success Work, impulse, energy Initiative
Acceptation of risks	Capacity to assess risks and accept them Liking for new challenges
Leadership	Good communicator Deals with others Accepts suggestions or criticisms Cares about others Develops others
Originality	Innovative, creative Flexible (receptive mind) Clever, versatile Experienced
Orientation towards future	Perspective, intuition
Orientation towards future	Perspective, intuition

This table presents the characteristics associated with entrepreneurs and the behaviors they manifest as his personality traits. Source: Tolentino (1998) Adapted from The Practice of Entrepreneurship by G. Meredith, R. Nelson y P.Neck, OIT, 1982.

Tjosvold and Weicker, (1993); in Tolentino (1998) mentions that entrepreneurs forge ties between his small business and the surrounding environment. This is done on the basis of formal and informal networks of family members, friends and businesspeople to obtain information, support and essential resources for the foundation and functioning of the enterprise. These networks are critical to detect opportunities, test ideas, acquire data and knowledge on best practices, mobilize resources to create the new company, help the entrepreneur and business keep current with current trends, learning new technologies, assess the changing trends of its clientele and develop new ways of addressing problems.

Another point of view of entrepreneurs is put forward by Galbraith, (1998; in Sanabria and Burgos, 2004), who admits the existence of two large social entrepreneurship structures. One relates to the notion of a traditional company and its products, in which the maximum profit is a synonym for survival and for which marketing is priority. The other relates to the notion that a company can be initiated on the basis of innovation and its creative destruction schemas (Schumpeter, 1997; Sanabria and Burgos, 2004), or quasi-monopolistic structures, or company of knowledge and increasing yields. The same author mentions that business and entrepreneurship should be by definition competitive and there can be no obstacle to the freedom of access to information. Beyond the accepted intellectual property rights, business does not

necessarily include direct ownership of resources and monopolization. The same enterprising attitude can lead to the pursuit of innovation in the absence of restrictions on access to resources efficiently and effectively. This is the basis for the renewal and the search options unnoticed by others.

The theories that speak of the formation of new companies, include the incubator theory (Carrasco 2003). This theory argues the entrepreneurial phenomenon is addressed on the analogy of a person's life cycle and can be distinguished into three phases: pre-natal, birth and post-natal. It argues that new companies do not arise automatically but require a period of time in which the idea or business opportunity matures and in which their chances of success or failure contrast the particular environment. If the previous process concludes positively, the possibility of the birth of a new company appears. When the company demonstrates it can live by itself and the entrepreneur focuses on developing a strategy for growth, the post-natal stage there will be reached. Carrasco concludes by saying, that in this context the majority of research focusing on the phenomenon of business incubators tend to establish a connection between business organizations in which the entrepreneur and the new company have been working. He argues that those serve as incubators for new business projects, because herein is where the entrepreneur, in a number of occasions, discovers the business opportunity and matures his idea to materialize it into a company.

It is also important to note that employer's leadership style influences the success or failure of the company. For that reason a theoretical review on the subject was carried out. The leader is a person who participates in the organization, modeling his future and is able to inspire others around him to accomplish new tasks and seek new challenges (Senge, 2006). According to the Drucker Foundation (2007) leadership is the ability to direct others to benefit of the objectives of the organization, mobilizing subordinates around themselves. Davis and Newstrom (2003) argue leadership is the process of influencing others and getting them to work with enthusiasm in the achievement of objectives.

There is a plethora of theories about leadership. For the purposes of this research two approaches are considered. Transactional leadership (Hollander, 1978) occurs when followers are motivated for the benefits expected by the achievement of the goals or tasks assigned. Transformational leadership (Bass and Avolio, 1990) is related to the impact on people to whom it leads, and identifying change as the main function of leadership as it guides its followers and inspires them through the establishment of challenges and gives motivation based on personal development of those who follow it.

Transformational leadership encourages people to do more than they originally expected of themselves. It is characterized by four factors (Bass, 1990). Idealized influence imitates the behavior of the leader, who shows self-confidence, self-esteem and responsibility. People rely fully on him. Inspirational motivation leaders inspire, giving meaning to action, to work. They elevate the emotional level of people surrounding them. Individualized consideration provides care to the person as the unique and only one he/she is. The leader needs empathy, active listening, dialogue, and interest for people to develop this facet. Intellectual stimulation, encourages the reason of colleagues and intellectual development. It involves people having a different view of things, reviewing existing premises and assumptions. Leadership style has an impact on group work in the organizational environment process and therefore in the results of the organization. Similarly leadership style is related to efficiency in large, medium and small companies, particularly in the latter, since those decisions are generally taken by a single person, who is the owner at the same time (Rodriguez, 2007).

DATA AND METHODOLOGY

This research is qualitative, with a non-experimental design. The type of study is descriptive. The technique of information-gathering used was story of life, consisting of written or oral enunciation of a narration of his life or part thereof (Comejo, Mendoza and Rojas, 2008). It is an interview that looks for

knowing the social through the individual (Díaz, 1999). Such is the expression of a living being, which is recognized as such and narrates events, evokes experiences, feelings and emotions in a concrete way and sends a message to others (Enríquez, 2002). Information processing was made through content analysis technique and it is presented in charts. Four in depth interviews were made in the period November 2010 -April 2011.

RESULTS

After analyzing the life stories and extracting sentences a summary of the results are presented in Tables 3 through 12.

Table 3: Sociodemographic Conditions of Business

Entrepreneur	Age	Sex	Marital Status	Educational Level	Family Business Background
Employer 1 (services turning)	30 years	Male	Married	Bachelor's degree	Yes
Business woman 2 (commercial turn)	55 years	Female	Single (widow)	Bachelor's degree	Yes
Entrepreneur 3 (commercial turn)	50 years	Male	Married	Bachelor's degree	Yes
Businessman 4 (commercial turn)	52 years	Male	Married	Bachelor's degree	Yes.

In this table it is possible to observe that the majority of employers are mature adults, predominantly male. They are married, have an undergraduate degree and all possess a business family history. Source: own elaboration.

Table 4: Entrepreneurs Factors Expressed in the Conduct of Employers

Entrepreneur	Feature
Employer 1 (services turn)	Ambition and initiative Dedication to the business Take risks Family values Hard work Like for what it does Knowledge Previous experience
Business 2 (commercial turn)	Ambition and initiative Dedication to the business Hard work Family values Knowledge Previous experience
Entrepreneur 3 (commercial turn)	Ambition Initiative Overcoming wishes Dedication to the business Hard work Perseverance Knowledge Previous experience Put the soul in what it does Print your personal touch Working independence
Businessman 4 (commercial turn)	Previous experience Ambition and initiative Confidence in the staff Knowledge

This table shows personal characteristics that distinguish each employer. It also shows what has contributed to the success of their business. Source: own elaboration.

Table 5: Employer 1 (Service)- Success Factors Attributable to the Employer

Factors	Information obtained from the interview
Ambition and initiative.	"The company started on August 9, 2000 as a project of entrepreneurial students who were studying the major of computer systems at the Universidad Juarez Autonoma de Tabasco, in Cunduacán, region Chontalpa, " "The project lasted one year and we saw that we liked it and that it was attracting many customers and after a year an independence was made, the other person who started the project with me put his branch and so the company began in 2000. This year we are 8 years old already."
Family values	"The kindness, honesty... values in general, most of them are from my family, they let me keep and acquire more goods." He demonstrates the ability to manage his business with knowledge gained in his school education.
Knowledge	"Here, I am more than anything... to be a specialist in management career, but I am in charge of... all consumables, all management staff... the cash management... I have an accountant because he is responsible for that part, and I try to have a good treatment of my personal so that people feel comfortable here..."
Hard work.	He is dedicated to his business "full-time"
Family and business background	Influence of background of family dedicated for years to small business service "Yes, it influenced because... I was working there for about 8 years and I have the habit. Family support has been there since he started his business both economically and morally."
Family support	"Highly motivated, they gave me great support, which I could count on, economically and for example, they always mentioned that if something happened, they could speak to someone, get a friend to advise me or teach me things that I didn't know, but yes, they showed me great support." He has the support of his wife as they studied the same technical major.
Spouse Support	"Yes, we studied a technical major in UT together, and she studied the telemetric area; and she supports me in anything here, at least, but she supports me, for example to make cuts, inventory and customer service"
Love for what he does	He believes that for success it is essential: "If you focus on what you like, work makes it easy and you do it with pleasure"

This table presents the perception by the employer of a small company of computer services of the personal factors that have contributed to the success of his business. Source: own elaboration.

A number of factors related to the way in which managers direct their business were also be detected. The results are presented in Table 6.

Table 6: Employer 1 (Rotation Service)- Factors Attributable to Managerial Style

Factors	Information obtained from the interview
Quality in service	He cares a lot about the needs of its customers. "Good care, more than anything we are looking for having a good service... help with the needs of our customers... we are always updating... also the good prices have helped us a lot, our customers are very constant, they have attracted other customers for the service we give and... that's a point we favor, the good care more than anything else."
Development of his staff	He provides support to their employees because they are students. "Until now, we have 2 people who have already 3 years working with us and we care of their studies; to enable them to do things properly and do not make us look bad with customers"
Good relationship with suppliers	His suppliers help us to update on new products. "We have received support from our supplier of equipment, in order to sell more hey teach us new technology, bring us new products, and hence we will update." He handles a wide variety of products and services trying to offer their customers a complete service.
Diversification of products and services	"Here we have the service of PC, rent of internet, printings, scans, rent of consumables that are cd 's, floppy disks, stationery... also we have technical support, which means equipment maintenance, maintenance of companies, development of websites, networks, sale of consumables, sale of computer facilities of computer such as USB flash drives, hard drives, flat screens, laptops, anything."

This table presents the perception by the employer of a small company of computer services of the management factors that have contributed to the success of his business. Source: Own elaboration

Table 7: Businesswoman 2 (Service Turn)-Success Factors Attributable to the Entrepreneur

Factors	Information obtained from the interview
Family heritage	"Look, my dad was actually who founded the company, he now owns several businesses, we are now owners also and we take care of them."
Family entrepreneur background	"My grandmother was a primary school teacher and my grandfather had a grocery store but never succeeded." My father began to work as employer as a private accountant at a gas station, he received no inheritance of anyone and the basis of everything was the vision a person may have, the determination and also, you know what? Savings that you can have. He always tells me "this is for your family, this is to save".
Time for business	"Full time"
To have always a vision	"We must have the vision that we won't always be an employee." We have to work hard, be here, not to leave others our business, if you do not have resources, you begin as an employee but save. "If you have the will to work you have to carry out, much time and effort".
Family Values	"To work hard and save much, if we had 20 pesos, well we had 20 pesos, do you understand?"
School knowledge obtained	"Profession: tourist business administration but also has accounting and administrative knowledge also service to the public"
Previous experience	"I had no experience, I acquired it through the work, because this is through the work and that's all".
Hard work	"As I said much work, much determination." "You see, for example when the price of gas raises every month. I had to be there those days since very early in the morning".
Business family background	Influence of family background dedicated to various businesses for years, dad and brother have companies in the family.
Family Support anytime	Family support has been since she started her business both economically and, morally since the company is her father's inheritance. "It's a family business and all we have supported ourselves in all aspects. The success comes from the trunk which is my dad from whom we have support after my paternal grandmother, she died and my mom is a great moral support."

This table presents the perception of the entrepreneur of a gas station company and automotive services on the personal factors that have contributed to the success of his business. Source: Own elaboration.

Table 8: Businesswoman 2 (Services Turn) Factors Attributable to Managerial Style

Factors	Information obtained from the interview
Savings	She considers that which has given success to her business have been two factors: hard work and savings.
Hiring os staff	"It happens that sometimes people come to find a job, but they want at first a high position and big salary, actually this is obtained through time and work. In fact, some have told me that the job is not what they believed. I always try to let them know what the job is about and propose them to stay some time to see if they can meet their ambitions, sometimes they have stayed and others they have not.
Training	"I believe that we are at the forefront, we are updated as they have skills especially in service to the public."

This table presents the perception of the entrepreneurial of a gas station company and automotive services on management factors that have contributed to the success of his business. Source: own elaboration.

In the commercial turn entrepreneurs life-stories, the characteristics identified are presented in Table 9. We also identified a number of factors related to the way in which entrepreneurs of commercial management manage their business. These results are reported in Table 10.

Table 9: Businessman 3 (Commercial Turn)- Success Factors Attributable to the Entrepreneur

Factors	Information Obtained from the Interview
Experience	Knowing a little about the field where they would work helped them. "However him, knowing the market and what the system of computer was, he talked with us and told us that Villahermosa, Tabasco is a place where you can work and you can have future enterprises" Planning the proposal and finding the necessary means.
Training for obtaining resources Capacity to deal with others	"The two other people, a relative and myself decided to put the capital thus the company could be financed and it began to work" Different attitudes in each partner who have contributed to the permanence of the company.
Perseverance	"Well, in the case of Jorge, he is very skillful to interact socially and that is important here in Tabasco. "He is very persistent in how to bind any customer relationship that is very important".
Ability to take direction	"I say that in my case it is the fact to make determinations and execute them." To entirely focus at his work even until the morning.
Hard work	"I am here full-time, I sometimes get to my house at one o'clock in the morning, two-three in the morning; this is depending on the negotiation of table 4 x 4 we make because sometimes matters are discussed like that " Wanting to learn is important.
Positive attitude	"I don't get scared if an employee does not know doing things because he can learn, me what does scare me is that he does not want to do things, attitude, that is what counts in any company. Then if you don't know, but you want to, you are going to do it, but if you know and you don't want to, you are not going to do it." That's what has been key."
Ability to solve problems	Taking the right decisions at the right time sacrificing to face with any situation. "There were some employees who were not paid completely, and no. My motto is "that one works is because he needs it and payment is sacred"

This table presents the perception of the partner 1 of a trading company of industrial equipment on aspects of his personality that have contributed to the success of the business. Source: own elaboration.

Table 10: Businessman 3 (Commercial Turn)- Factors Attributable to Managerial Style

Factors	Information obtained from the interview
Organizational Change	"First of all the organization was important. We had to change the organization, we had to change management, and we had to start delegating responsibilities. A change in the organization had to be made in order to provide greater results." Each one has a specific role in the enterprise trying to keep track of all the details.
Training of control	"We are dedicated to give maintenance to what is autonomous respiration, equipment which is used by firefighters in case of fire, they are use masks." Gas detectors when there are gas leakages. "He is dedicated to give maintenance to this type of equipment."
Participatory decision-making	"At least now there is a little planning, before everything was spontaneous and the one who was in turn, took the decision or consulted the two that were there and due to pressure, they could sometimes decide badly " He believes that the best recommendation is by oneself.
Building trust with customers	But as I say, things occur by themselves, this guy came and I recommended me with his heads and I have been working until now. This is what I tell you about the way of being of each one, giving confidence without needing to ask for many explanations Always maintain a pleasant environment of work and positive attitude.
Good organizational environment	"Our phrase was:" the most important thing for us is you" To have the possibility to grow more rapidly as an enterprise.
Knowing of the market	"Taking into account the experience that Jorge had, because when the company where he worked closed, logically he had customers, he already had had suppliers, he knew the market, he knew the State, the environment and that would allow him to drive more rapidly and we can grow as a company" Ongoing motivation to his staff for increasing production.
Fixing of goals.	"Your earn some amount of money so that you can be profitable you have to sell another amount, that's it, we began to reach goals because before we used to work up without goals, and now we started to have goals and apart from that logically if your work more you have the right to earn more, if you bring me a customer you have the right to... - we started talking about economic stimuli - your bring, you have to earn, it is not only the company which has to grow".
Job quality	Attitudes to launch a business. "especially eager to work and doing things well only because there are times that you recommend yourself for your work" "That one has interest because there are people who do not know but ask: this is for what?" Where can I get it? How is it used? "So that next time he does it alone and has that initiative."

This table presents the perception of the partner 1 of a trading company of industrial equipment on management factors that have contributed to the success of the business. Source: own elaboration.

Table 11: Businessman 4 (Commercial Turn) Factors of Success Attributable to the Entrepreneur

Factors	Information obtained from the interview
Previous experience	"I worked in a company with my brother, for 5 years, something related to wood"
School experience	"I studied the degree in administration of companies in the Instituto Tecnológico de Villahermosa".
Ambition, initiative, willing of succeeding.	"I had concern and desire to succeed by myself, with the sale of cedar, which obviously even there were people who told me: "you won't do anything", but you see, I've had a pretty good time"
Knowledge obtained at school	His profession is in Management of companies, but he considers that knowledge of accounting, taxation, etc. are necessary too: "in management you get a little information, but it isn't enough"...
Constant job	"Full time"
Family background in business	"My parents had a shop in Balancán and my father had a farm and livestock".
Family support all the time	He was supported by his family at the beginning of his business: "my dad provided me some money, he had his ranch and livestock, and he gave me \$60,000.00 or \$70,000.00. I bought two trailers of wood". He has the support of his wife: "As I said, this is a project of my wife and mine, it is also a family business, my wife, undoubtedly, has supported me in all our life together, since the beginning of the business working with me".
Support of his couple	He believes that for success it is essential:
Care about the business, to print a personal seal	"the perseverance, I had some stumbling and I've been perseverant, I don't care about driving, or whatever, I don't have any kind of prejudice that prevents me to develop as what I am now, if you have to carry something, I do it, if you must be a professional, I am one, have printed a personal seal to my company, nothing happens if I do what my workers do, I am not alone on the desktop, I go out and tell them how to do things". "After three or four hours of audits we had, we learned very well the management of resources, with the Secretariat of Treasury and finance, and we learned that there is way to dispose of resources, but legally, that means, not to take the money of the business for tuition fees, for household expenditure, it cannot be".
Knowing how to separate the company's money and the family's money	

This table presents the perception of the partner 2 of a trading company of industrial equipment on personal characteristics that have contributed to the success of the business. Source: own elaboration.

Table 12: Businessman 4 (Commercial Turn) Factors attributable to Managerial Style

Factors	Information obtained from the interview
	He cares much about the needs of its customers. "An area which is essential, attention to the public, it is the first contact with the customer the first impression that you take is important, it is which moves the client threads". "Be loyal customer, we do not lie anyone, we offer table of first and second quality, with price of first and price of second, this is essential because it creates confidence, this is the most success of business: confidence".
Confidence, and service quality	"You need to know how to implement and generate and starting to see competence around you, go to see the range of products that make you grow and we realized that, that and the most important thing that made us to grow, we need to give a good service if you come with us and you are provided with a good service with excellent quality".
Importance of the staff	He considers that the staff is important for your business: "First are employees, over the years we have tried to comply fully with all our obligations, the distribution of profits is to pay, because the worker's money is for him, if there are utilities they are divided, they see customers every day and know very well if there are utilities, and when there are not, they also realize it".
Support of suppliers	Its suppliers sometimes give credit: all or almost all providers offer 30 days, they tell me, take 30 days or more, the essential thing is to know how to manage credit... and take care of the credit. "Occasionally bank credit, we have banking credit lines, the essential thing is to know how to handle credit... and take care of the credit, we have saved money to avoid such situations".
Saving and use of credit	He handles as a product the sale and purchase of wood, including good service, trying to offer their customers a complete service: "what I want to see is that carpenter shop triplay table sheets and tell me they need nails that he needs need varnishes, the sandpaper, the locks, and that he arrives here and finds everything, so that he will go full and happy, because if we began to sell wood and the triplay, we sell also plug-ins so that he does not go with the competence".
Variety of products and services offered to the customer	

This table presents the perception of the partner 2 of a trading company of industrial equipment on administrative factors that have contributed to the success of the business. Source: own elaboration.

When relating the obtained information in the stories of life with the queried theoretical concepts, it can be seen that there are multiple coincidences. We also identified information not been mentioned by them. The interviews revealed that entrepreneurs have the following characteristics: Confidence in themselves, force will, orientation towards tasks/results, acceptance of risk, perseverance, leadership

Also, according to Tjosvold and Weicker, cited by Tolentino, entrepreneurs forges ties of his small business with the environment that surrounds him on formal and informal networks of family and friends. The results here are consistent with this concept. We found the four entrepreneurs were supported by their families and teamed up with friends for their business. Also highlighted in both theory and results here, is the capacity to gather resources and to be a good troubleshooter.

The results show the influence of family values, corporate background of the family, the support of the couple, love for what they do and positive attitude. These factors are important, since they are directly related to the way of being of the employer. This finding gives us a wider idea of the influence they exercise in their decision to launch a business. Entrepreneur 2 (rotation service) noted a strong family influence from the father and no spousal support because he is a widower. Personal characteristics of entrepreneurs from both turns are not very similar. This can be influenced by various aspects such as gender, family and economic background and internal motivation, which coincide with De la Peña, to a greater extent in entrepreneurs 1,3 and 4.

Carrasco, expressed the role of personal life cycle related to the creation of enterprises. He also expresses that enterprises do not emerge from nothing. Rather the idea has a period of incubation, which is usually developed during previous working life of the employer. It can be seen that there is coincidence with what was found in the research here since two entrepreneurs (3 and 4), had previous experience in the course of their business and this motivated them to undertake their business venture.

It was found that there is no coincidence with what De la Rosa expressed regarding the separation of capital and labor. Entrepreneur 4, mentioned that he did make this separation and had a long-term vision. Similarly, De la Rosa expresses that entrepreneur owners of MSMEs do not comply with legislation, which contradicts that found with this same operator. The same happens with financing, since it expresses that it has lines of credit used rationally, preferring the savings for self-financing.

With regard to quality and technology, the results are not as expected. The employer makes a rigorous selection in his raw materials, he purchases it abroad, but there is match in the statement made by De la Rosa about heterogeneity of MSMEs. This implies that each one is unique in its operation, which gives guidelines for analyzing the businesswoman 2 (turn services) case in which a completely different situation is shown. Since having inherited the business, she has few features that other entrepreneurs possess. She has professional skills, but they are not precisely according to her business, she was very concise in all her responses and in most of the situations, she referred to her father, who was the founder of the company.

With regard to the style of leadership the following information was found. A businessman of services turn (entrepreneur 1) and one of commercial turn (entrepreneur 4), are more focused on transformational leadership type. They are concerned about the development of their staff. At the same time, another businessman of commercial turn (entrepreneur 3), has a style that is a combination of transactional (he negotiates with his employees the economic incentives based on new customers they attract), but he also has some transformational leadership because he is change-oriented. Besides, he exerts a participatory take of decision making, concerned about maintaining a good organizational environment. On the other hand, the businesswoman of services turn (businesswoman 2) does not show defined leadership features and does not give much relevance to her staff because she shows a certain attitude of indifference toward the rotation of the staff.

CONCLUDING COMMENTS

This research identifies personal characteristics that distinguish entrepreneurs and the factors of business success related to their style of leadership. It was confirmed that personal characteristics of individuals influence their success as entrepreneurs. This finding is consistent with findings by Tolentino (1998). Similarly, the present study proves the wealth of the qualitative method, which allowed, through the stories of life, to identify in depth characteristics that identify each employer. Throughout the study some limitations related to access to informants were found. Other limitation of the study include conditions of insecurity in the country, which results in employer hesitancy to share personal information with anyone; the insistence of the researchers paid fruits, since finally the data could be obtained.

This research reflects the reality with which small commerce and service businesses operate in the city of Villahermosa, Tabasco, Mexico. We study the point of view of its entrepreneurs, being able to find some features that identify them and that the literature does not mention or does not give them importance. The style of leadership exercised in the conduct of their business was identified. Transactional and transformational types are the most important. We identify the way in which these styles influence their organizations and the results obtained. Employer 1, of services, is a young person, whose only job experience is that acquired in the business of his parents and his own business. Likewise businesswoman 2, only has experience in the business she inherited from her father. Contrary, commercial turn (3 and 4) entrepreneurs are people with wide work experience. Entrepreneur 1, of turn of services, despite his lack of experience, he has been able to consolidate his business and keep it on track. Enterprise commercial turn (3), in spite of the experience of its commerce partners, has suffered serious problems with its administration. It can be concluded that personal characteristics, rather than experience, have a major impact in the style of leadership exercised and at the same time this affects results that the company gets.

The results open new lines for future research about the entrepreneurs of SMEs. The methodology used here can be replicated in other populations and contexts of study that will serve as a reference for training entrepreneurs in the academic context.

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